

13 July 1973

MEMORANDUM FOR THE RECORD

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SUBJECT: Interviews Regarding Personnel Management in DIA [REDACTED]

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1. The interview with Commander [REDACTED] began with the Commander tracing the history of the DIA task force assigned responsibility for developing a career management program for civilian intelligence personnel in DOD.\* The task force received its charter from DOD Directive 5010.10 dated 9 August 1972 (copy available), which is based upon the Presidential Memo of 15 November 1971 re the organization and management of the U.S. Foreign Intelligence Community. Directive 5010.10 contains the policy statements outlining the objectives and responsibilities which governed the work of the task force.

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2. The thrust of the recommended program (copy available) is to enable DOD to transfer civilian intelligence personnel across component lines. Ultimately, DOD hopes to align civilian intelligence slots in all branches so that barriers to mobility are brought down. Ideally, once a person reaches a certain level, he is assumed to have an analytical capability and transference to positions of similar responsibility throughout DOD.

3. To carry out the recommendations of the task force, a Deputy Director for Personnel, Career Development and Training was created (Tab A). Defense Intelligence Agency Regulation 23-1 dated 26 October 1972, (Tab B) outlines the Intelligence Career Development Program (ICDP) for both civilian and military personnel in DOD. The emphasis of this program is on the development of careers for civilian personnel, which from 1966 to the time the study was begun were subordinated to development of careers for the military. Following discussion with Commander [REDACTED] he introduced me to Mr. [REDACTED] of the Directorate for Personnel, Career Development and Training. Initial questions put to Mr. [REDACTED] included the following: how are promotions and assignments handled in DIA, and is personnel management set upon a centralized or decentralized basis? Mr. [REDACTED] immediate response was that DIA is still in the process of implementing ICDP, but ultimately the system will

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\*Task Force comprised of two DIA intelligence officers, Colonel [REDACTED] and Commander [REDACTED]; a representative from the DIA Comptroller's Office; and a representative from the DIA Personnel Office.

function with panels to oversee promotions and assignments of most of the civilian personnel in various grade and functional groups.

4. The panels will consider promotions on a group basis for personnel in the GS-12 to 14 group and on an individual basis for personnel to Grade GS-15 and above. Functional groups are rather broad; for example, there are panels for all personnel grouped under the "analyst" category, which includes those responsible for collection as well as the production of intelligence, and there are panels for all scientific and technical personnel, such as physicists, microbiologists and others. Promotions below the GS-15 level are a function of individual skill and talent and will be the responsibility of the managers or supervisors directly concerned.

5. Entry level trainees must receive two rotational assignments during the first two years they are in DIA and will be evaluated at six month intervals. Assignments during the first two years may vary from six months to eighteen months with training interspersed periodically. The purpose of the two year assignment is to allow management to watch for problems, counsel the employee and, when necessary, take steps to "select him out". After the two year entry level of rotational assignments, the DIA Personnel Office assigns the employee to a component which is then responsible for him. Until he reaches the mid-level threshold, promotions and assignments are made within the component. At this threshold, the employee becomes the responsibility of a DOD wide panel responsible for the promotion and assignment of civilian intelligence personnel within a given functional area.

6. I raised the issue of "fiefdoms" or barriers to mobility. Mr. [REDACTED] acknowledged that the "Crown Princes" were a very real problem-- one that they readily acknowledge and are doing something about. (The Director, DIA, [REDACTED] has given considerable authority to the DD/P, CD&T to see that mobility is maintained). The rotational program for junior officers helps at lower professional levels. In the GS-12 to 14 grade groups and others beyond that, assignments are made as vacancies occur.

7. Although a detailed procedural explanation of how the assignment system works was not elicited, Mr. [REDACTED] explained that data on job requirements are fed into their manpower inventory whenever a vacancy occurs, and matched with personnel who seemingly have the tickets. A list of qualified people is given to a panel, and it conducts interviews of prospects and, thereafter, either selects a person to fill the job or selects two or three applicants from which the supervisor may choose the one he wants. The method of selection is the supervisor's option. As a followup to this selection process, the panel will meet face to face with those not selected and tell them specifically why they were not selected and what they might do to improve the possibility of their selection next time. To fill a vacancy without using the selection process, the manager concerned must write a very strong justification and submit it for approval.

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8. Mr. [REDACTED] said there is a heavy emphasis on training in DIA, not only at the entry and junior professional levels, but also further along. One problem area identified by Mr. [REDACTED] is the difficulty of training specialists for managerial jobs and then transferring them out of substantive work into management positions. The problem centers in the specialist's narrow expertise and the resultant lack of his acceptance by his subordinates, as well as his own feelings about giving up his "profession." Part of the problem relates to the restriction against promotion of analysts, specialists or others, beyond Grade GS-14 without assigning them managerial responsibility. The opinion was expressed that employees wanting the higher grades should understand that managerial work comes with them. DIA has no illusions about the difficulties they are likely to encounter, but is going ahead in the hope that high level professional talent can be moved into the managerial sphere. It intends to spell out implementing procedures in a personal procedures manual.

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9. Mr. [REDACTED] promised to send copies of the DOD-wide Civilian Career Programs for Intelligence Career Personnel and the Procedures Manual when they become available, perhaps in August.

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[REDACTED]  
Plans Staff  
Office of Personnel

Atts

Tabs A & B